



October 2021

Your toolkit to building a winning recruitment and retention strategy: **Make the most of your interviews**

While the economy has rebounded strongly from 2020's pandemic-induced downturn, the tight labor market has been a headwind for recovery. According to one survey, the lack of available workers is the number one reason for moderating growth. In addition, more than 90% of industry association economists say employers are struggling to find qualified workers.¹

Not only is it difficult to find employees to fill open positions, research by Joblist showed that 47% of responders were considering leaving their current job.² As recruiters who are tasked with helping ADP® clients find the right people to join their company, we see these challenges playing out every day. And we're here to help!

Authors

Kiran Contractor

Director of Talent Acquisition at ADP



Aubrey Daly

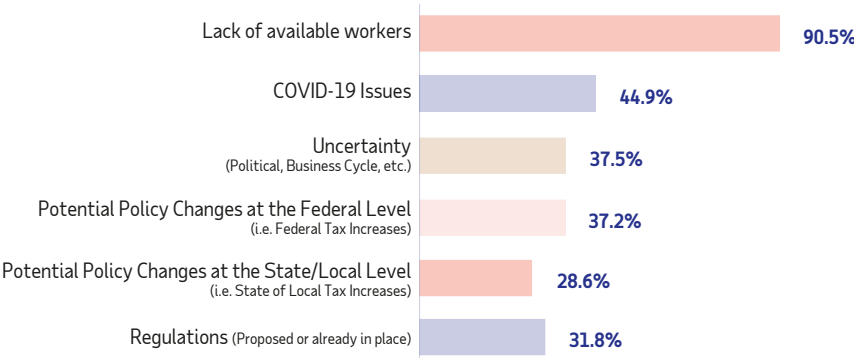
Certified Diversity Recruiter at ADP



Always Designing
for People®

Part of your plan to build a winning recruitment and retention strategy entails making the most of your interviews after you've identified a potential employee. Given the number of open positions and the shortage of workers, it's important to remember that employees have gained the upper hand. As a result, you should take a fresh and objective look at your interview process.

Which of the following factors are slowing the economy in your area?



Streamline whenever possible

Less is often more when it comes to interviews in today's environment. That's because candidates could be juggling a number of prospective jobs. Therefore, the longer your hiring duration, the more likely you'll get left behind. Before you post a job opportunity, take a step back and decide what you can do to reduce the time from interview to offer. This may mean fewer interviews with people in your organization. In fact, some companies pre-screen candidates so they can make a job offer on the spot for certain employees. That said, the offer may be contingent on passing a background and drug test.

Stay top of mind

It's critical to keep the lines of communication open with candidates throughout your "courtship." Before the first interview, assign a lead person at your organization to manage the entire process, including touching base with the candidate post-interview to keep them engaged. Also be transparent about your hiring timeline and let the candidate know where they stand every step of the way. Be sure to personalize your communications and explain why they're a good fit with your company's culture.

Make the most of your interviews

It's likely you'll need to work harder than ever to generate interest in your open positions. Make sure to keep your eye on the ball during the interview process so you don't let qualified candidate slip away. Also be sure to keep in touch with them after they have accepted the position to let them know you're excited for them to join the company.

Make it easy

Virtual interviews became the norm during the pandemic, and this trend is likely to continue. This gives you and the candidate a great deal of flexibility in terms of scheduling an interview. Prior to the meeting, ensure you're on the same page in terms of the technology needed so there are no unwelcome surprises. Also consider having multiple people at your company participate in the interview as another way to shorten the process.

Re-evaluate your "non-negotiables"

Given the potential lack of candidates, consider what makes up a "hard no" for a prospective employee. In today's environment, it's increasingly likely you'll need to consider candidates who may not meet all of the requirements. For example, if you're looking for a person with five to ten years of experience, you may need to scale it back. You may also think a college degree is a must, but a candidate with more work experience, or a person who would fit well in your culture, may supersede the educational requirement. Above all, be flexible and open-minded about candidates who don't check off all of your hiring requirement boxes.

Want more insights from ADP's experts?

[Listen to our latest podcast episode.](#)

About the authors



Kiran Contractor
Director of Talent Acquisition, ADP

Kiran is dedicated to assisting ADP's HR outsourcing clients develop their talent strategies, and ultimately attract and find talent. She has over 15 years of experience in talent acquisition and is a go-to expert on candidate engagement.



Aubrey Daly
Certified Diversity Recruiter, ADP

Aubrey has over 17 years of agency and corporate recruiting experience. As a client recruiter with ADP, she partners with ADP HR outsourcing clients on full cycle recruiting to fill roles that span entry level to C-Level in all major industries.

1. U.S. Chamber of Commerce, The America Works Report: Quantifying the Nation's Workforce Crisis. June 1, 2021.
2. Joblist, "What Motivates People to Find a New Job and the Timeline to Do So," 12/20.